

OES-DEC Partnering Meeting July 1-2, 2008 Minutes

ATTENDEES

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OPENING REMARKS

Paul welcomed the group and mentioned that this team was developed under the direction of the State Engineers Office to help provide support for the districts and OES to tackle important issues. He expressed concern about negative emails and disagreements about team priorities. He encouraged everyone to cooperate and give the team a chance to work. He also mentioned that thinking environmentally is really a culture change, and it takes time to get there.

Todd spoke of the mission and vision for the team, stressing the importance of working together in an environment of mutual respect. He mentioned that meetings should run by consensus, not majority and that both sides need to be heard but sometimes the group needs to agree to disagree and move on.

Carla reviewed the ground rules. The new room configuration was approved. A list of people who are part of ESLT was distributed. Email groups will be set up for each group.

GROUP NORMS/ROLES

EPG-DEC MEETING REPORT – Thor reported three areas the meeting covered:

1: Things that are bigger than EPG

- SWPPP
- Partnering with Development including discussions of whom the environmental consultants report to.
- Partnering with Roadside Development
- Encroachment Permits

2: Things they need to meet about again

- Invite C&S to discuss mitigation measures in the environmental document
- Discuss specifics of how we coordinate on CEs, EAs, EIS's and technical specialties

3: Things EPG can follow up on

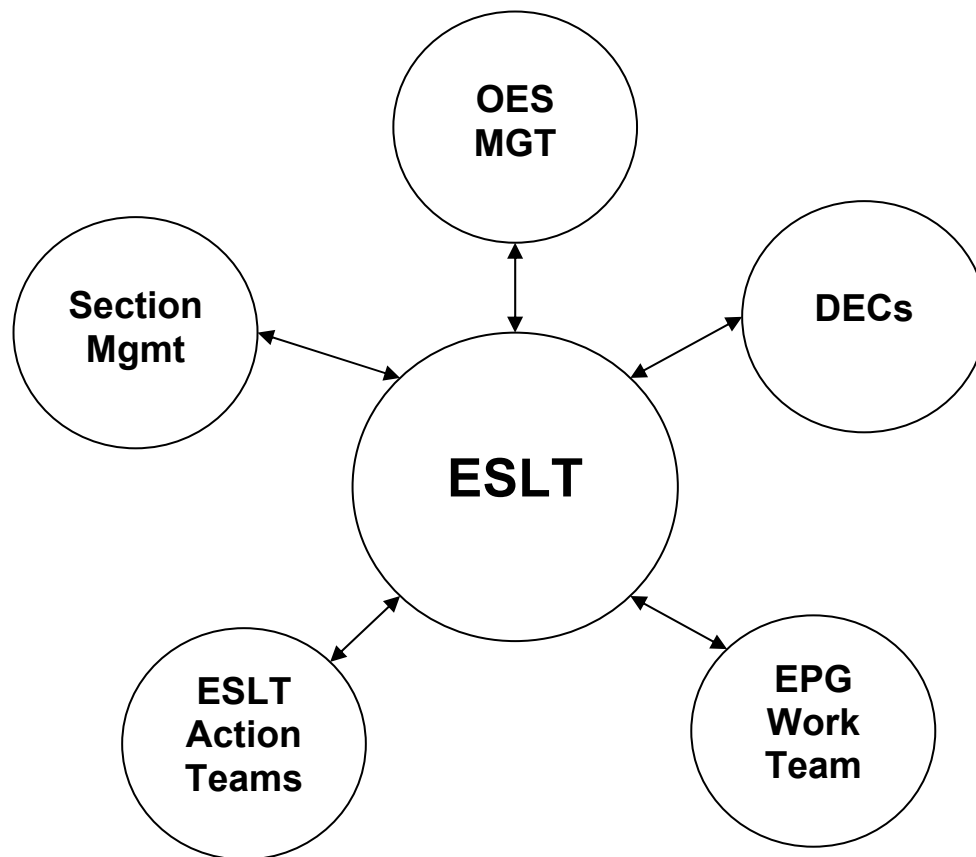
- Set up NEPA training
- Send scoping letters to District for review
- Set up strategies for regular meetings with DEC's
- Communicate changes in scope to DEC
- Work out a strategy to get DEC input on close outs.

DEC MORNING MEETING REPORT – Rick reported that the group asked OES to be a sponsor. The group looked at SWPPPs to determine how to address issues on Landscape Establishment and Final Stabilization. They plan to invite Roadside to a meeting to provide an overview of their process, as well as other guests including OES and environmental groups.

COMMENTS: Some members of ESLT expressed that issues that the DEC's are focusing on may not be a priority for this entire group. Paul mentioned that he saw no reason for the DEC's to meet on a monthly basis, and was concerned that the group would develop priorities that were not in line with ESLT priorities. DEC members disagreed, stating that their meetings focused on nitty gritty issues of importance only to the DEC, and they would be sure to share any key information with the entire ESLT group. Mike expressed a concern that the DEC approach was stovepiping, and others

were concerned that the DEC might make inaccurate assumptions on what ESLT would want to know about. DEC members said their focus was on learning from each other, improving their capabilities and sharing knowledge on what had worked in their specific jobs at various districts. It was mentioned that experts who were brought into DEC meetings might also be valuable to the rest of the ESLT. No decision was reached on the DEC meetings. There will likely be further discussion on this between the sponsors and the District Engineers.

LINK OF FORUMS, OTHER GROUPS TO ESLT – Carla presented a model for the relationship between ESLT and other groups, with the ESLT team as the coordinating driving force in the middle and other groups serving as spokes of the wheel (see below).



No decision was made on this model as it needs further discussion. For example, the concept of 'subcommittee' and/or 'task team' needs to be considered as it relates to the EPG work team circle. (May need a broader title). Also the DECs as a group has already been addressed in these minutes and is not yet finalized.

ESLT STRUCTURE - OPERATIONALIZED

TEAM LEADER, TIMEKEEPER, FACILITATOR ROLES – Carla briefly discussed these three roles, and mentioned that Gary would take over as team leader once the infrastructure piece of the meeting was completed. The leader would run the meeting and the facilitator becomes support when this shift happens.

YEAR-LONG SCHEDULE – Carla suggested that the team develop a schedule for an entire year, to make logistics and planning more straightforward.

ISSUE RESOLUTION LADDER

EXPLAIN DRAFT ISSUE RESOLUTION LADDER – Carla explained the concept and purpose of the Issue Resolution Ladder. She stated that it is not a grievance procedure, as may be our inclination from past experience. It was created for speed of decision-making in order to allow the work of the organization to be completed in a timely manner. She said it was important to get the issues addressed by the level closest to the issue. That's the goal, that those people closest to the issue solve it. There is no desire with the ladder to take the issue up to the next level unless it is necessary.

ARTICULATE HOW IT IS USED – John gave the example of a set of mitigation measures coming down from DEC that they can't resolve– this provides the tool to escalate it to the next level. A lot of the time it's just communication – people don't understand what's required – obligations in perpetuity, maintenance. He stressed that it's important not to take it personally – sometimes you take it to a higher level and your decision isn't supported. Sometimes you have to make those decisions in the best interests of the project.

REVIEW ISSUE RESOLUTION FORM – Carla distributed the form and called for comments. Anastasia expressed concern that she would have to change her issue resolution system when she already had one that worked. Melissa suggested a more detailed ladder, and Carla asked her to put her ideas down on paper. Mary reminded the group that any changes in a plan may need to be communicated to Federal Highways. Ruth stated that getting the right functional names was important. Carla mentioned that the issue resolution ladder is designed to empower, rather than limit power, at lower levels. Using the issue resolution ladder means that you're always part of the resolution. Even if you are not part of the actual meeting, your information would be drawn on in the final decision. Melissa drew up a more detailed version of the Issue Resolution Ladder (shown below) and the discussion then continued.

Concern was expressed that the role/responsibilities of the DEC's, specifically environmental compliance, are not reflected in this ladder. Todd explained that this is different from when someone is blatantly ignoring environmental laws. If a DEC can't get something resolved with the Development Engineer and then the District RE, it should be brought to the DE. Then Todd stated they are welcome to come to him. Chuck stated a concern with the word 'conflict', and Carla suggested using 'lack of agreement' instead. Due to time constraints, Carla suggested tabling the discussion of the Issue Resolution Ladder and mentioned that there seemed to be a miscommunication or misunderstanding between the DEC role and the types of issues that the ladder works for.

See Melissa's recommendation on the next page with the initial draft offered for consideration.

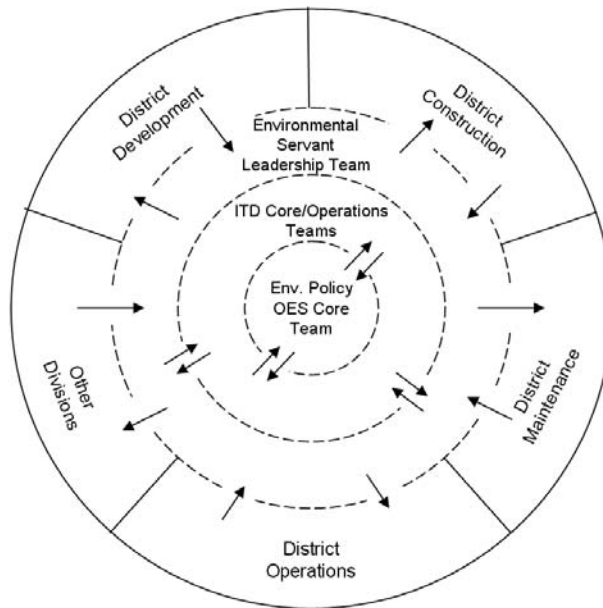
ISSUE RESOLUTION LADDER – DETAILED EXAMPLE:

Level	District Rep	EPG Rep	NRMG Rep	Plans & Permits Rep		Water Quality Rep		Compliance Rep		Timeline
1	DEC/RE Supervisor	EPG Team Lead (tech & for NEPA)	Region Assist. Mgr.							3 days
2	Devel. Eng/ Se RE/ Maint Supv/ Other Supv/DEC	EPG Sect. Mgr. (tech & for NEPA)	Region Mgr.							4 days
3	DE	EPG Group Mgr.	NRMG Group Mgr.	Group Mgr.		Group Mgr.		Group Mgr.		1 week
4	Doug/Todd	Todd	Todd	Todd		Todd		Todd		1 week

ISSUE RESOLUTION LADDER - DRAFT

Level	Members	Timeline for Action
Level One:	DEC, RE (project manager if needed), subject matter expert	3 days
Level Two	Dev. Engineer or Sr. RE or Maintenance Supt + EPG or key area + DEC	4 days
Level Three	DE with Manager of Division	1 week
Level Four	Todd and Doug	1 week

DECISION MODEL



EXPLAIN SPONSOR SELECTION OF MODEL – Todd stated that the model demonstrates that everybody in every department has an input into the decision making process. He explained that while they are the experts and set policy, they're not going to set any policy without input from these groups. This is a decision model, not a hierarchy.

- **ARTICULATE ITS MEANING** – John explained that the model represents a flow of information. The core is the OES core team which has the responsibility to take care of the state when it comes to environmental issues – sets the tone for what needs to happen from an environmental standard. Other groups provide input and receive information.

COMMENTS – “Technical areas within ADOT” was suggested as another category in the Decision Model, or possibly put them in an umbrella category of “Development.” Someone asked if all the voices were equal. The answer was that it depended upon the issue. Budget/funding might affect priorities.

GOAL SETTING/EVALUATION PROCESS

EXAMPLE OF MSLT GOALS AND EVALUATION (PEP) PROCESS – John explained that the MSLT has been around since 1996. “We told ourselves we were a great team, but never measured that. So we started this process in 2005. We used an evaluation form to rate ourselves. The result is shown in the handout in the packet you have. We need to set up the goals to evaluate ourselves against for this team.” John remarked that while scores may stay the same, it's often the comments that are significant.

DISTRIBUTION OF POTENTIAL GOALS FOR REFLECTION ON PRIORITIES FOR THE MORNING – Carla stated that most teams have at least six goals and no more than eight. She provided a list of examples of goals, some pulled from the information generated when the team developed its mission and vision statements and others from

sources such as the MSLT PEP form. Carla explained that at this point the team's ideas are formulated well enough to establish their own goals. The goals need to address: how the team wants to operate, what the team's process goals are, and what kind of team it is. Carla asked the group to read them and pick their top five for tomorrow.

Day One Process Check:

+	Δ
Timekeeper Taking turns Adherence to order of agenda	Start on time Don't talk over people Speak up Don't deal with Blackberry messages 2-10 minute breaks

Day Two

GOAL SETTING/EVALUATION PROCESS

John explained the PEP form purpose and approach, stating, "When you fill the PEP form out, putting your name down is optional. When ratings come out, there are no names on them, so you don't have to worry about comments being tracked, although it's nice to be able to check back for clarification. Under the business area section, you have to decide what groups you want to have available to check off.

You are rating the process, not the end goals. It's not about did you get it done in two months, but is the team on track. It's also not about rating people, about rating the team's process.

Feedback on goals: like education and awareness – need to be expressed clearly: educating who? Partnering goals for membership, but education is also a goal for customers, so you need to define if inside or outside the team."

DISCUSSION AND QUESTIONS – Through conversation and consensus, the group selected nine goals. Some of them were combined, as indicated in the list below.

- Collaboration/Cooperation
- Communication/Department Relations
- Issue Resolution
- Teamwork & Relationships (MSLT Model)
- Schedule
- Education – Global
- Process/Procedures
- Consistency
- Servant Leadership (combine with Leadership, Environmental Stewardship)

Mary suggested that since this is a new group and just learning to work together, that the subgoals could stand without reduction and then within the next three meetings, the group could decide which ones work and which ones don't. The group agreed with this.

The group then developed eight business categories, as follows:

- EPG
- NR
- District
- Development
- FHWA
- DEC
- OES Headquarters Staff
- Visitor/Other

Carla will put the PEP rating form together for the minutes so people can see how this discussion played out quickly.

ACTION TEAM REPORTS

COMMUNICATIONS – Chuck Budinger explained that the action team had condensed its nine action steps to five:

- Confirm conversations by emails
- Information sharing is Two-Way
- Direct environmental questions to DEC (see action tree)
- Rotate DEC into weekly OES meeting
- Disseminate consistent message through various groups in ADOT

Chuck stressed the importance of coordination with all the different groups with the DEC, because the DEC take information from all the groups and get it down to the district level.

The action team moved the pre-bid conference to the mitigation group.

On email conversations: the action team wants to recommend that people to stick to the facts with no personal attacks.

CORE DUTIES/ROLES – Chuck Howe stated action steps for this team are:

1. Coordinate responsibilities between DEC's and OES/EPG. They're waiting for final review approval on that.
2. Intentional Overlap: Redefined as primary and supporting resources. Have a lot of work to refine this. Primary focus, who has primary/supporting resource role a specific topic. A lot of work to get this matrix populated.
3. Issues Resolution: More reflected in the escalation ladder from yesterday.
4. Agency roles, protocol, internal communications groups – they will hold up on number four until the matrix is populated.
5. Finalize core duties matrix: Review annually. They can roll a lot of that into this matrix. They hope to have quite a bit of the matrix done by the next meeting. This would be a general role model; there will always be exceptions to it.

Todd mentioned that once this is completed, it should go to the State Engineers' Office for their blessing and to get feedback.

MAINTENANCE CLEARANCES AND PROCESSES – Gary reported that the first two action steps listed are short-term, due for completion in the next three months. The rest are long-term, one to five years.

1. Standardized clearance form/format, EPG. The team would like your comments within two weeks – send in an email.
2. Develop avoidance maps to include designated sensitive areas. They will set up a very small group from the key groups to develop this so maintenance understands what areas may need more review.

3. Develop ITD One Plan – This is a plan for all natural, cultural, historical and environmental resource activities within ITD. Need strong support from ESLT for this to happen. If this ITD One Plan is developed then individual clearances will not be needed in most cases. The team’s goal is to incorporate everything into one plan that can be used as a reference manual. They want to develop an integrated natural resource management plan, but they’re doing it piecemeal because they can’t get funding for the whole thing. Then they’ll do an environmental assessment, eliminate multiple smaller assessments and put it all in one plan.

Julie asked how the DEC’s within each district help facilitate the team with their knowledge of what’s on the ground and what’s on maps – maybe take a district-by-district approach.

Carla mentioned that it sounds like the team needs to develop a strategy and define the steps it will take to get to the ITD One Plan.

Someone on the ESLT team pointed out that there are a number of these operational manuals already produced. With a lot of groundwork already laid, it’s a matter of bringing them together.

4. Utilize PECOS to track environmental work done by ADOT: The plan is to brainstorm as a group and send out email to everyone on ESLT for specific items that they can track on PECOS. They’ve looked at some things on PECOS – stringent controls, daily tracking and paperwork.

Thor asked the members of the action team to identify how much funding is needed to do the ITD One plan.

MITIGATION MEASURES – Darlene reported for the team.

1. The action team wants to have the topic “environmental” added to the partnering meeting agenda. James Young, partnering director came up with a couple of staffing people. They added environmental to the pep form – is now a part of the process

Partnering process – when they train consultants/facilitators – have it set up for them to ask each group if they want to include environmental (and safety). Right now it’s a question, but when they meet in September, they propose adding environmental on the PEP form, and possibly safety. There are five mandatory construction goals – environmental is not one of the mandatory goals. They want to add it and possibly safety.

Anastasia commented that in the Tucson district, they have environmental on the PEP forms, and that in the pre-bid meeting, environmental is always included. She stated that she accomplished this through going to the meetings.

The action team suggests that to get it on the Partnering meeting agenda – try to come to the meetings with a final draft and try to get it in there even before the meeting.

Our goal is to provide two weeks to the districts, but with time challenges, cut offs go to three days.

Request that someone from the district be a point of contact for mitigation measures, not Thor. The challenge of having one person from the districts as the point of contact is that no one wanted to be the “secretary,” passing information along and sharing, tracking, etc. The Globe district has now set it up that the development engineer is the single point of contact.

2. Develop standard methodology for labeling avoidance areas. It’s important not only to have a consistent color flagging for avoidance but to make sure that color flag is not used for any other purpose, for example, orange fencing with T-posts.
3. Oversight of environmental mitigation adherence.

The team leader stated that for a lot of the items on our list, they’re waiting until they hear back from federal highway with suggestions. Mary remarked that a lot of what the team is doing dovetails with what the FHWA is doing, and that their report is due at the end of August, start of September.

WORK ORDER SYSTEM – Randy reported for the team. He said their action items include:

1. Complete team
2. ID problems with existing work order system – includes maintenance and clearance policy requests. The team sent out a questionnaire and the data came in on June 27th. There had been complaints about the time it took to get work orders completed and their getting lost – that’s been mostly resolved. Things are a lot quicker now. One problem was that the work orders had not been complete, particularly on the sections about what was requested and the location. The group brought a suggestion box for the ESLT on it today.
3. Tracking work orders in a database: The team is trying to get a read-only version – it’s too easy to type over things. You can find the record by the MM#. It also has a keyword search for any field or part of a field. The database is updated on a monthly basis. They need a decision as to whether it should be read-only or something anyone can change. Can the text box on the screen shot be used for comments and be separated somehow so that it is not read only? They also need to get it more accessible. Access is limited to the 9151 folder now. Environmental planning is using this, but it’s been hit and miss because of short staff and the end of the year crunch. Send an email to Randy if anyone has a comment on this database.

Overlap on #6 of action plan with #4 on Maintenance Clearance action team needs to be worked through

Education topics in ESLT as an agenda item was agreed to be the team

Data Warehouse – look into how the work order systems links/fits with it

Thor commented that they have a proposal to take a little bit of time to cover what constitutes environmental impact and what you can handle – screening process needed, when you need a work order.

The team will look also into what they can do to limit the need for a work order. This will tie in very well with the maintenance. The committee figuring out what would be handled automatically and what goes into individual clearance – those need work orders. Operations in advance – seeing ahead what things will need a work order.

DECs have to begin to sit in on these conversations – activities maintenance plans to do – get clearance ahead of time. That way they're not rushing to get clearance.

ROUND ROBIN

Bruce: Thanks to Thor Anderson and his people regarding the work order system. I turn in a work order and put in a close date and they've been meeting those dates.

Wendy: Storm water permit was publically noticed last Wednesday. You have 30 days to comment. Right now, they haven't decided if they will submit final comments. Have had a lot of negotiations on the comments – not just detail correction comments. Get those comments to her by July 20th because comments are due by the 28th. They will have a storm water permit and will rely heavily on DEC's to help with this.

Thor: Thanks to my staff for getting us through the fiscal year and hopefully get an appropriation to get more staffed-up here.

Gary: Can we make a formal statement as a group that we support more staff for Thor? Good meeting. Keep in mind that this is the hard part – be patient and we'll see a lot of progress in the next few months.

The draft water storm management operations manual will be ready next week and then put out for review and comment. There will be about 45 days for review, maybe more. The goal is to use this plan this winter. We need to see what happens with comments. We'd like to have the districts get together, review it, and send in comments as a whole, speaking with one voice.

Mike: In the process of getting our Intellex software installed. The first part is asbestos, the next part is water quality so be prepared for that.

Chuck: Positive meeting. I am encouraged – stay positive and keep in mind where we're going.

Suggestion on the Parking Lot: Maybe someone could volunteer to champion an idea and present it to the group – maybe use that method to clear the parking lot.

Randy: Questionnaires – we invited you to be creative – all of you were boring except Bruce Fenske. He is awarded with a slide whistle and a lei.

Carla: Review issues list from first meeting – add and subtract – maybe every six months.

Mary: Thanks for the Federal Highway invitation. If you didn't get questions from us, we're not ignoring you, we're trying to get a random sample.

Melissa: I'd like to see more time for action team and work item report-outs.

Gary: we'll have more time in the next meeting.

Melissa: Thank you Gary, you've done a great job.

Ruth: Once we started talking with the action teams there's a lot of overlay, not just here but elsewhere at ADOT. I think we can do more coordination over time on that.

Stephanie: Seeding and Planting could be an item within the mitigation team. For example, how does S&P come up in PECOS?

Darlene: Thanks for letting me be on the team. Save your name tents. We're doing a brown bag in August: "Getting Clearance Easier/Faster." August 21st, ADOT Admin Building in Phoenix in the Auditorium. (Note: Check location – at distribution, this may have changed to HRDC.)

One frustration. How the discussion on the DEC's meeting went. I like that you are getting together but see management pulling the reins back – I wonder if that's a result of DEC organization under DEs. We've been working for over a year to try to bring NEPA training to the state – three separate NEPA classes, each one three days long. Not really detailed – to see if it's possible to do it regionally. Environmental planners, DEC, CCP people, and project managers to the same NEPA class. A lot of teambuilding happens with that program. Two classes have been scheduled and cancelled for various reasons.

Todd: Thank you for coming, federal Partners, travelers. I thought it was a great meeting. The team is starting to gel.

Last Friday, there was a party for Sam Elters where he was presented an award based on his leadership/stewardship. Sam had some very positive comments about what we're doing.

Storm water program – some issues to be sorted out on funding, etc. We'll sort that out at a higher level, don't worry.

Communication – we are continuing our district visits. The entire management team plans to go to each district twice a year. In November, there is an initiative on the ballot related to transportation. If this passes, we'll literally have to double our program. It does incorporate construction and maintenance into it. \$\$ For habitat connectivity set aside.

Steve: Will you take the road show to the Federal Highway office?

Todd: Absolutely

Julie: Hot Matrix Training. We taught our first class last week. Randy sat in on it. The training went really well – the materials were easy to understand, we did a few modifications. DEC's got insights into some of the areas where changes could be made. They loved it, not one sleepy head. It kept reinforcing without being boring, for instructors and participants. Exam scores were high. I would like to see this program for construction inspectors – tailored to construction in the future – get them on the same page as maintenance. It's tied to the storm water program, tying it to facility and maintenance control manual for storm water, environmental clearances, hazmat, architectural and cultural, natural resources. If you don't know, call the DEC.

Todd: Matrix step program for all maintenance personnel has an environmental awareness course which is part of that matrix.

Wendy: Julie, classes have been developed for construction and other personnel. All classes are on hold until the permit is out and we can tailor it to the permit.

Julie: The work order system is working great with a two-day response. Mike, thanks for coming to the district. Gary, you're doing a great job.

Lee: Thanks to OES Management for inviting me to be part of this.

Lisa: Thanks to John, Todd and Paul. I appreciate your sponsorship. Thanks Bruce, new one-man team in natural resources. Kim Bennett is doing a great job. If you see a problem when you drive around, give me a call.

Bruce: Good to see everybody, have a nice Fourth.

Chuck B.: Good meeting, good ideas, lots of interaction. We've got a process going that's going to be very beneficial.

John: Gary is doing a great job. Thanks Carla and singing note taker. We might want to think about moving these meetings around the state. I'm glad FHWA is here. Don't forget to track your successes.

Greg: Happy with this program. Happy and proud that John and Paul steered us to the Maintenance program – gives an opportunity to follow something that really works. This gives us an arena to stir up things all the way up to the top of management. This is an excellent opportunity to do our jobs.

Tom: This meeting went a lot smoother than past meetings, and a lot was accomplished.

Lisa: Would we want to invite State Engineer to a meeting.

Gary: I would like this group to talk about encroachment permit environmental reviews.

Committees to talk about DEC-EPG meeting list – things that came up.

Chuck: I'd like to respectfully request that the sponsors take on the Tucson DEC – that's a dynamic that needs to be resolved.

Carla: Thank you for helping us to shift the tone and productivity of the meeting. Getting discussion and information out is the way a facilitator likes to see it happen.

MEETING SUMMARY – NEXT STEPS

- Add "Team Leader" to the Meeting Evaluation.
- Only infrastructure issue left – revisit resolution ladder
- Each action team should bring their current plan to the meeting for distribution. Date each action plan and include revision numbers. They should change every meeting to show progress on the steps.

- Check Parking Lot for ideas and topics for the next meeting.
- Possibility: Form an action committee to develop mini-workshops for these meetings. Committee brainstorms a list then looks through the list and determines who can do the topic or coordinate it. One suggestion: an explanation of what's in the work order.
- Gary: At the next meeting have Todd or someone come in and explain ADOT – an understanding of the overall organization. We could do the same thing with Federal Highway Administration – how they fit in with ADOT. Sponsors can take that on Melissa suggested two presentations, one on development and one on operations.
- Recommendation on workshop – chair of statewide development engineers team – send ideas to him and I'll arrange to have a speaker at the next meeting.
- Gary – send ideas for agenda to me. I will do a call for agenda items.

TO DOS:

- Comments to Emily in two weeks – **July 15th** on Maintenance clearance form
- Permit comments to Wendy by **July 20th** (ADEQ)
- Draft Winter Storm manual coming out week of July 7th and will need feedback
- Tucson DEC - bring on board
- Team on Planting and Seeding suggested – put on Parking Lot
- July Team Leaders to update action plans and handouts within one week – To Carla by **July 11th** – Carla to send a reminder
- Julie to e-mail PPT presentation she and Bruce presented at first meeting
- September 3rd and 4th PM – AM Flagstaff – Need location/recommended hotels
- Todd to discuss Flagstaff location with State Engineer
- Year long schedule to be sent with minutes
- Send out e-mail to team members with year-long schedule with minutes

ITEMS TO ADDRESS

- Action Plan process improvements - done
- Should Parking Lot items be championed?
- Year long schedules and location
- Floyd invited to an ESLT meeting

AGENDA TOPICS FOR NEXT MEETING

- Education Plan for short sessions at ESLT
- ESLT website – content – how/who?
- Big picture of organization chart
- Servant Leadership segment by host organization

PARKING LOT:

- Maintenance Clearance and Process Team. Need to set a strategy that uses an incremental approach that leads to the end result of the ONE Plan.
- Joe Miller sent a suggestion that we could potentially invite maintenance supervisors from different districts to attend on a rotating basis.
- Issue Resolution Ladder – possibly pass it by the District Engineers.
- Organizational Structure – Is ESLT going to be the center?
- Deliverables – recommendation, responsible party 1-4, coordinate dates.
- On the maintenance activities – a lot of them act based on accidents or the SR87 landslides. Priorities get changed. Are there going to be limits to clearance? An expiration date based on biological or cultural issues? Ruth: Depends on what it is you're doing. Looking at an activity task of clearing brush versus clearing culverts. Things are cleared for an activity rather than a time. If DEC is involved in the process of developing work orders, they'll probably know in advance what claims they'll need.
- Concerned about contracts – fences and cattle guards placed and replaced under contracts – concerned about the environmental review of those contracts – procurement contracts.
- Permit P&P – seeding and planting most common. May start calling applicable people in the organization to see what they can find out. Team to work on planting and seeding issues at the districts. Is this a priority for this team?
- Issue Ladder Recommendation by Melissa - Need for examples as to how it would work vis a vis real examples as distinguished from DEC mode/role in general
- DE's – need to take Issue Resolution concern to the DE's – education/awareness
- How to structure various stakeholders join or attend ESLT?
 - Guest
 - Rotation of functions
 - Speaker
- Inventory Environmental Related/Impacted Teams/Committees participants –
 - What roles are being played “out there”?
 - Who is playing them?
 - Gary McRae will take this item

- Procurement Contract Item – Randy Pair’s concern
- Planting/Seeding Team
- Darlene Dyer – How to get Environmental clearance faster – August 21st, Auditorium
- Web casting of Brown-Bag luncheons
- Encroachment Permit and Environmental Review as agenda items for ESLT

Michelle Note: [Insert the PEP Rating Form](#)

PARTICIPANTS' FEEDBACK OF MEETING EFFECTIVENESS

Team Name: Environmental Servant Leadership Team Partnering Meeting

Facilitator's Name: Carla Carter **Date of Meeting:** July 1-2-08

1. What is your overall rating of the effectiveness of this meeting?

Meeting Format Needs Improvement			Did Not Meet My Expectations		Met My Expectations	Exceeded My Expectations
0.5	1.0	1.5	2.0	2.5	AVERAGE = 3.3	4.0

Comments:

- Better than previous
- Actually this exceeded my expectation for this meeting. Things are really starting to gel
- Much of the discussions, the first day, seemed to result from semantic issues or misunderstandings of organizational structure, rather than real issues. Too much time on partnering process, not enough time on environmental clearance process
- Getting better. Communication continues to be a problem. Some people continue to view their role differently than what majority perceive them to be , Guidance and expectations were articulated better
- Meeting went well, we improved on some of the communication issues we discussed at the last meeting
- Group is building a platform for operating as a leadership team. Inherent in that process is the struggles I saw during the meetings – this too shall pass.....
- Better now with team leader and minute time /keeper
- A complete waste of my time district resources (funds, gas, etc....)
- I saw positive progress after all of the ground rules and foundations were laid
- Things moved quickly. A lot of items to consider is a short time
- The infrastructure is tedious although I realize it needs to get one – I would suggest that for clarity that these items be better explained – what they are, why needed, purpose how do they fit into the MSLT
- As with all endeavors of this kind the early stages need to start with small steps and is there a need to recognize the success
- Much better from previous meetings
- Much better organized with ground rules that were effective. Thank you!

2. What about this meeting was most valuable to you?

- Sticking to agenda – knowing what to expect
- Order and progress
- Group presentations
- Staying on track. Taking turns to speak. Most everyone keeping an open mind
- The action team reports and discussions regarding them was the most valuable part. The second day was a great improvement over the first day
- A public hearing of ideas and concerns, definitely a plus
- Round table info
- Written materials helped with communicating goals, ideas, intent, processes, etc.
- Ground rules, consensus, take turns
- Being a part of the group and being asked to participate as a partner
- The mission, vision, PEP goals have been established
- Establishing framework for group and future meetings
- Team building through the goal-setting process (negotiations, etc.) and Action team updates
- Open and honest discussion
- The thoughts others have about this new group

- To learn that the DEC's are valued as no more than the lowest level of hired personnel. No respect is obvious toward DEC
- The working team's update was very productive
- Watching the team gel
- Interacting with other groups and discussing district issues with other ADOT groups
- Second day work group info
- Being invited to participate with the development of this process
- Interaction of everyone
- Gary did an excellent job as team facilitator at the end of the 2nd day. Thank you to Gary! My proposal is to have Gary be the facilitator and remove any outside facilitators. Gary did great and it would save ADOT money. Can nominate different people to time and Gary can facilitate
- Round table

3. What would have improved the effectiveness of this meeting?

- Enforce rules: close door at start time and call people off their blackberry
- Current handouts and tighter room table layout to improve hearing problem
- Start on time
- Rearranging the room for more face to face interaction. Better acoustics
- Provide a functioning cordless microphone for speakers, spend more time on issues and less time defining the partnering process
- Perhaps engage the more quiet members on issues
- Stopped the discussions on whether DEC's were "allowed" to meet on the side
- Start on time (next time) – no exceptions. Frown on tardiness and distracting interruptions
- We need our own audio system – wireless with speaker
- Minimize side bars and stick to agenda
- Less emotion tied to questions/answers – stick to the objective vs. becoming esoteric
- More time to discuss issues (technical issues) near and dear to districts hearts
- More time for Action Teams
- Nothing
- Getting an agenda in a timely manner to determine if the meeting would be worth my time
- It was difficult to hear some folks
- Professionalism and respect by all participants
- Keep it going
- There are 3 things that this group needs to keep in mind that they should not take this personally, keep a sense of humor and please have your egos and baggage outside of this facility
- Start on time for 1st day – much better 2nd day
- Stick with topics/actions that ESLT has authority/State in. We talked for almost an hour regarding whether or not DEC's should meet when it isn't within the authority of ESLT to decide. Waste of time! Also, discussion of boxes on form too much time
- More honesty about hidden fears and agendas

4. How do you rate the effectiveness of the Facilitator?

Facilitation Needs Improvement			Did Not Meet My Expectations		Met My Expectations	Exceeded My Expectations
0.5	1.0	1.5	2.0	2.5	AVERAGE 3.2	4.0

Comments:

- Better now that info is becoming more familiar with the topics
- Improvement over past meetings. Great job!
- Very good job
- The facilitator seemed unable to move us beyond lengthy discussions that seemed to me to be mostly digressions based on misunderstandings. The printed materials seemed to be generic models that no one took the time to really tailor to this group in a meaningful way
- Sometimes attended to details in a discussion at the expense of a broader framework
- Good job of keeping us on topic and on time
- Step up some of the explanation levels from 5th grade to higher levels

- Kept issues flowing
- Facilitator did a wonderful job keeping topics on task
- Great job Carla and Gary!
- Carla stayed on track and helped to have note taker/time keeper. Gary – good job - !
- Time keeper was good idea – kept us on task – Gary did a great job (4.0)
- Facilitator seems to have her own opinion of what the outcome or discussions/decisions should be and pushes the discussions according to her opinions. Facilitator need to focus on facilitating our discussions, not giving her opinion on how things should be done... I would recommend a new facilitator, Ginger Murdough would be perfect! I think this facilitator in a different type of meeting/setting where parties don't know each other or have very different goals is good... We need a facilitator to act as a "referee", not a participant in the discussion, unless they are a team member.
- Less intrusive, better hearing/listening than last time

5. How do you rate the project team's potential effectiveness?

Partnership team Needs Improvement			Did Not Meet My Expectations		Met My Expectations	Exceeded My Expectations
0.5	1.0	1.5	2.0	2.5	AVERAGE = 3.3	4.0

6. Comments:

- Rearrange tables to a more diamond shape
- Still have a ways to go; but, we are getting there
- This is going to be an outstanding team work with smart, caring and passionate members
- So far, the focus seems to be more on process and structure of the group, with little effort made towards discussion of the real goals of this group. Once we started talking about the action team reports, it seemed far more relevant and effective. Potential effectiveness higher, but current effectiveness not quite there yet
- The potential is present for a good and productive outcome and process
- In keeping with the environmental focus of this meeting could we reduce paper? Some of the handouts were same – could we put together notebooks or something to keep papers so as not to repeat
- Getting better. I expect the ESLT will be functioning more smoothly, efficiently and comfortably a year from now
- Did not receive handouts from some groups
- Considering this a new group – the potential is high however, time and actions will tell
- ESLT is really an OES meeting based on the feedback form OES, DEC's and no support from any manager.
- I see great potential for this group
- None further than what was expressed at the round-table
- We are finally getting as a group-very evident! I'd like to hear from Todd more often – especially on the infrastructure – I felt we were floundering at times and I had hoped he would step in to pull us out of the lake.....maybe there is a reason for this?
- There is a lot of energy and opinions that are being shared. This may be painful at times, but it will be worth it in the end
- We have a couple personalities who are difficult but hopefully will mellow out, become more trusting and be less easily initiated as the group progresses. Overall I think group is great and will accomplish a lot as we work together
- I'm worried that the sponsors are exerting or will exert too much direction – too much control

7. What other comments do you wish to offer?

- Thank you for recognizing Anastasia's inappropriate behavior (anger) and steering her to clarity. The point inconsistency statewide – one voice
- Will ESLT and MSLT communicate and coordinate?
- Getting to understand the role of this group setter and what is expected of me

- The only way is up!
- Give an example of someone that needs issue resolution. Need to resolves those issues and get this person into the group. May have to ask this person and all, what needs to change/etc...to get buy in.
- Arrange room in a shape, better communication and hearing
- Don't forget the big picture and who we serve; the public
- Thank you Maria, for taking notes and singing
- None
- Very productive meeting
- Move to a smaller room and I thought our last room size was fine and we could hear
- Team building is needed much more than partnering. If DEC's are not valued for qualifications and support they can and do provide the districts. Why didn't you just hire high school interns?
- It was apparent that some folds had "baggage" or "issues" coming in the group. It would be better if folks could show up with an open mind and a willingness to engage in the group; and not negatively affect the groups dynamics
- For sign-in sheet, just pass around Bruce's handout (ESLT e-mail group address) for initializing. Anyone other than "management" shouldn't be on the OES Management Team – so suggest removing Janis Heath from above list. Get Paul a personal microphone. The discussion on the DEC's need to meet – this gives back to the decision to have the DEC positions under a DE instead of in their own group – perhaps a wrong decision that might want to be addressed in the future? Please double – side all handouts – our vision is "to be the standard of environmental excellence" – we are not the "standard" if we preach double siding (to save taxpayer dollars/trees) but don't practice it
- I think this process would benefit from having someone very familiar with ADOT and OES partner with the facilitator in preparation of material that are better tailored to the composition and goals of the particular group (ESLT). We're spending a lot of time making generic partnering concepts for the needs of ESLT and I think some of that could be accomplished off line. The group would still need to review, but it might take less time if the materials presented were developed in collaboration

Name: _____

Organization: _____

Position: _____